

Senior Staff Remuneration Framework - 2024/25

1. Introduction and scope

- 1.1 This framework is intended to guide remuneration decisions by the university's Remuneration Committee (REMCO) to ensure that decisions are made in accordance with the Committee of University Chairs' Higher Education Senior Staff Remuneration Code (the Code)¹ and the requirements of the Office for Students (OfS). The university has adopted the Code and is committed to the Code's principles that remuneration should be fair, appropriate and justifiable; that remuneration decisions should be procedurally fair; and that the process for setting senior staff remuneration should be transparent and accountable.
- 1.2 The framework guides the Remuneration Committee's oversight of the university's remuneration guidance as it is applied to all staff, and the Committee's decisions on Senior Staff whose individual remuneration is determined by the Committee. 'Senior Staff' for these purposes comprises those post holders who are designated members of the Vice-Chancellor's Group (VCE). Current post holders are identified at Appendix A. Any variations to membership will be notified to the Remuneration Committee in advance of the annual meeting.
- 1.3 The Framework shall be reviewed by the Committee annually to ensure that it is up to date and reflects best practice.
- 1.4 For the purposes of this framework, 'remuneration' means not only basic pay but also bonuses, expenses and other allowances, and the monetary value of benefits in kind (e.g. housing, cars).

2. Governance

- 2.1 The Remuneration Committee is responsible under its [terms of reference](#) for:
- Overseeing the Senior Staff Remuneration Framework and recommending any changes;
 - Reviewing and determining the remuneration and terms and conditions of the Vice-Chancellor and Chief Executive Officer on appointment and determining any severance payments that may be due;
 - Receiving the remuneration on appointment and any severance payments that may be due to the Deputy Vice-Chancellors, Chief Operating Officer, Chief Financial Officer, University Secretary and Executive Director of People decided by way of Chair's action by the chair of the Committee;
 - Reviewing the remuneration of all identified Senior Staff annually in accordance with the Senior Staff Remuneration Framework, including considering the objectives set for all Senior Staff in the annual appraisal round;
 - Approving the Remuneration Annual Report and Statement (summarising remuneration decisions by the Committee in the preceding year) for recommendation to the Governing Body.

For clarification, the terms and conditions of appointment (including salary) for those Senior Staff (other than those who directly report to the Vice-Chancellor) will be

¹ <https://www.universitychairs.ac.uk/higher-education-remuneration-code-2/>

approved by the Vice Chancellor and the Executive Director of People and reported to the Committee. Severance payments for this group will be approved by the Vice-Chancellor in discussion with the Executive Director of People and reported to the Committee.

The Committee shall keep under review developments in senior staff remuneration in the higher education sector and other relevant sectors, ensuring the competitiveness of the university's approach, and ensure the university's compliance with all relevant remuneration codes of practice and regulatory requirements.

- 2.2 The Committee's membership consists solely of Independent Governors and its chair and vice-chair are Independent Governors who are not the Chair or Vice-Chair of the Governing Body. The Vice-Chancellor and Chief Executive Officer is not a member of the Committee. They may attend to contribute to discussion about the performance and remuneration of Senior Staff other than the Vice-Chancellor, but the Vice-Chancellor and any other attendees are not present when their own performance and remuneration are being discussed, and they do not play any part in deciding their own remuneration.

3. Information to ensure fair and appropriate remuneration

- 3.1 The Committee shall receive information to enable it (1) to effectively monitor pay-related decision making for all staff; and (2) to make decisions on the remuneration of Senior Staff which reflect the context in which the university operates, the market for roles, the value delivered by individuals in their roles, and the university's approach to rewarding all of its staff.

Monitoring of pay-related decision making - all staff

- 3.2 To enable it to effectively monitor the university's commitment to fairness and transparency in its pay policy, the Committee shall consider as part of its annual review of Senior Staff remuneration:
- a) The outputs, recommendations and action plans arising from any equal pay audits that may be carried out during the preceding year,
 - b) Summary information of the outcomes of academic staff promotions, where they have been carried out in the preceding year (including analysis by protected characteristics),
 - c) The relationship between the Vice-Chancellor's remuneration and that of all staff, expressed as the following pay multiples based on the methodology required by the Office for Students Accounts Direction: the Vice-Chancellor's basic pay to the median basic pay of all staff and the Vice-Chancellor's total remuneration to the median total remuneration of all staff. Pay multiples shall be provided for the current year and (where available) for the preceding three years. This information is normally provided to the Committee via a draft of the Remuneration Annual Report and Statement for the previous year.

In their capacity as Governors, Committee members also receive the University's gender pay annual report and pay gaps report, which are approved annually by the Governing Body.

Ensuring fair, appropriate and justifiable remuneration - senior staff

The information in 3.2 will allow decisions on senior staff remuneration to be informed by the university's general approach to staff reward. The following information will ensure that decisions on individuals reflect the university's operating context and institutional performance, the market for roles, and the contribution of individuals to the university's success:

a) Operating context and institutional performance

Information on the university's operating context and institutional performance is routinely provided to the Governing Body, e.g. through regular reports on the performance of strategic KPIs, strategic risks, league table performance, student recruitment, and academic quality indicators. Members of the Committee receive this information over the course of the year in their role as Governors.

b) Market for the role

- Post holder's current remuneration (broken down by component, e.g. basic pay, employer's pension contributions, healthcare benefits).
- Increases in the post holder's remuneration over three preceding years.
- Analysis of the most recent UCEA (Universities and Colleges Employers Association) Senior Staff Remuneration Survey data for comparable roles and comparable institutions (e.g. by income size, post 92s, region, mission group).
- For the Vice-Chancellor: analysis of the most recent CUC Vice-Chancellor's Remuneration Survey data.

c) Value delivered by individuals in their role

- Line manager's assessment of performance against the previous year's objectives including grading, as reflected in the individual's annual appraisal or probation review.

- 3.3 The Committee will also review Senior Staff objectives for the current year, which will form the basis of the future assessment of performance, after objectives have been agreed in the annual appraisal round between senior staff members and their line manager.

4. Setting remuneration

- 4.1 Using the information in section 3, the Committee shall consider the remuneration of Senior Staff for the current financial year based on institutional context and performance, the market for the role and individuals' performance. The Committee may make adjustments to rectify pay anomalies to ensure that Senior Staff pay is in line with market expectations for the role.
- 4.2 Senior Staff shall receive the pay award negotiated annually by UCEA. The pay award negotiated by UCEA and paid to all staff will be consolidated into basic pay for all Senior Staff and will be effective from 1 August or any other date as determined by UCEA and as applied to all other staff.

- 4.3 The following scheme will be used for the additional component of Senior Staff remuneration which is linked to both individual and collective performance in the previous year. The ratings and criteria used in the University's [Appraisal Policy and Procedure](#) are provided for reference; however, the Remuneration Committee shall come to its own judgment on an individual's performance and is not bound to follow the line manager's assessment in the annual appraisal:
- 4.4.1 A one off payment of either 1 or 2% may be allocated to each Senior Staff member subject to achieving at least two performance orientated goals as agreed with the appropriate line manager at the start of the appraisal year. To be eligible for any payment, the post holder must have attained either an A or A* rating in their appraisal and must have attained both goals. Where an A rating is attained, a payment of 1% will be awarded. Where an A* rating is attained, a payment of 2% will be awarded.
- 4.4.2 In the event that the annual financial goal as detailed in 4.5 fails to be attained, the payment linked to individual performance may not be authorised. The decision on this will be taken by Remuneration Committee who will consider whether there are exceptional circumstances that would warrant either payment in full or part payment in relation to individual goals.
- 4.5 In addition to the above, a further award of up to 2% of base salary may be awarded to those Senior Staff who have achieved an individual award under 4.4, subject to the successful delivery of the collective objectives for the Senior Staff. These objectives will be set by the Vice-Chancellor and Executive Director of People at the start of the academic year and will be aligned to the key strategic ambitions of the university. At least one of the objectives will be based on financial performance. Remuneration Committee will approve the collective objectives set and will be provided with a statement of achievement at the annual REMCO meeting. This information will allow them to assess whether any award to the senior group is due.
- 4.5.1 In the event that the collective financial goal fails to be attained, the payment for collective performance may not be authorised. The decision on this will be taken by Remuneration Committee who will consider whether there are exceptional circumstances that would warrant either payment in full or part payment.
- 4.6 The assessment of performance against objectives will take into account any changes within the university or difficulties that may have impacted on the achievement of objectives.
- 4.7 Appendix B outlines how the payments will operate.
- 4.8 The criteria above will be reviewed by the Committee annually and in light of any wider performance pay scheme which may be developed for the university. Senior Staff will be informed by their line manager when their remuneration is being reviewed and of the criteria above that are used.
- 4.9 Reflecting the CUC Code, any bonus payments will not be consolidated into a Senior Staff member's basic pay.
- 4.10 Senior Staff who are subject to a probation period or are serving in an interim role may be considered for a pay award based on their performance in the role in the same way as other Senior Staff, provided the individual served at least six months in the role prior to determination of the Remuneration Committee. The basis of any

award will be made using appropriate information as previously highlighted alongside their probation review reports and an indicative performance rating provided by their line manager.

- 4.11 The Committee may, exceptionally, agree an additional component of a Senior Staff member's remuneration on the grounds of retention. In doing so, the Committee shall give due regard to the risk of inadvertently building pay inequality into the pay structure through retention payments, and that at this level pay is rarely the sole factor in someone staying or leaving the organisation. Retention payments should only be considered for staff whose skills and experience would be difficult to replace cost effectively in the market and when there is an evidenced risk of an individual leaving the University (e.g. they have an offer from another institution).

5. External appointments

- 5.1 Senior staff are encouraged to take up external appointments which support the university's strategy and public engagement (e.g. appointments to the governing bodies of FE partners or to the boards of HE sector bodies), provided an appointment does not conflict with an individual's role at the university. All external appointments must be approved by the senior staff member's line manager and will be reported annually to the Committee.
- 5.2 Many external appointments will be unremunerated. Where an external appointment involves income for the individual (other than payment of expenses or subsistence), the guiding principle is that there must be no 'double payment': i.e. a senior staff member must not be paid by the university and the external body for the same time or effort. Suitable arrangements to avoid this (e.g. a reduction in the staff member's income from the University to reflect the external income, or a payment to the university from the external body in compensation for the staff member's time) must be approved by the Committee and reviewed annually by the Committee.
- 5.3 Senior staff may benefit from the exploitation and commercialisation of intellectual property on the same basis as other staff under the university's [Intellectual Property Policy](#) and guidance.

6 Severance payments

- 6.1 The Committee shall oversee severance payments for Senior Staff in the manner specified in 2.1 to ensure that the approach is reasonable and justifiable and in accordance with contractual requirements and shall have regard to the separate guidance on senior staff severance payments issued by the Committee of University Chairs (CUC).² Where necessary, the Committee may take external legal advice.

7 Transparency and reporting

- 7.1 The Committee shall report on its activities to the Governing Body through a Remuneration Annual Report and Statement. The Remuneration Annual Report and Statement shall take account of the separate guidance on remuneration annual

² <https://www.universitychairs.ac.uk/higher-education-remuneration-code-2/>

reports issued by the CUC³ and shall include the mandatory elements which the CUC Code specifies should be published. Following approval by the Governing Body, the Remuneration Annual Report and Statement shall be published on the university's website.

- 7.2 The Committee shall also review any information relating to Senior Staff remuneration which the university is required to publish by the Office for Students' Accounts Direction in the university's financial statements.

Approved by the Governing Body: 25 November 2024
Date of next review: December 2025

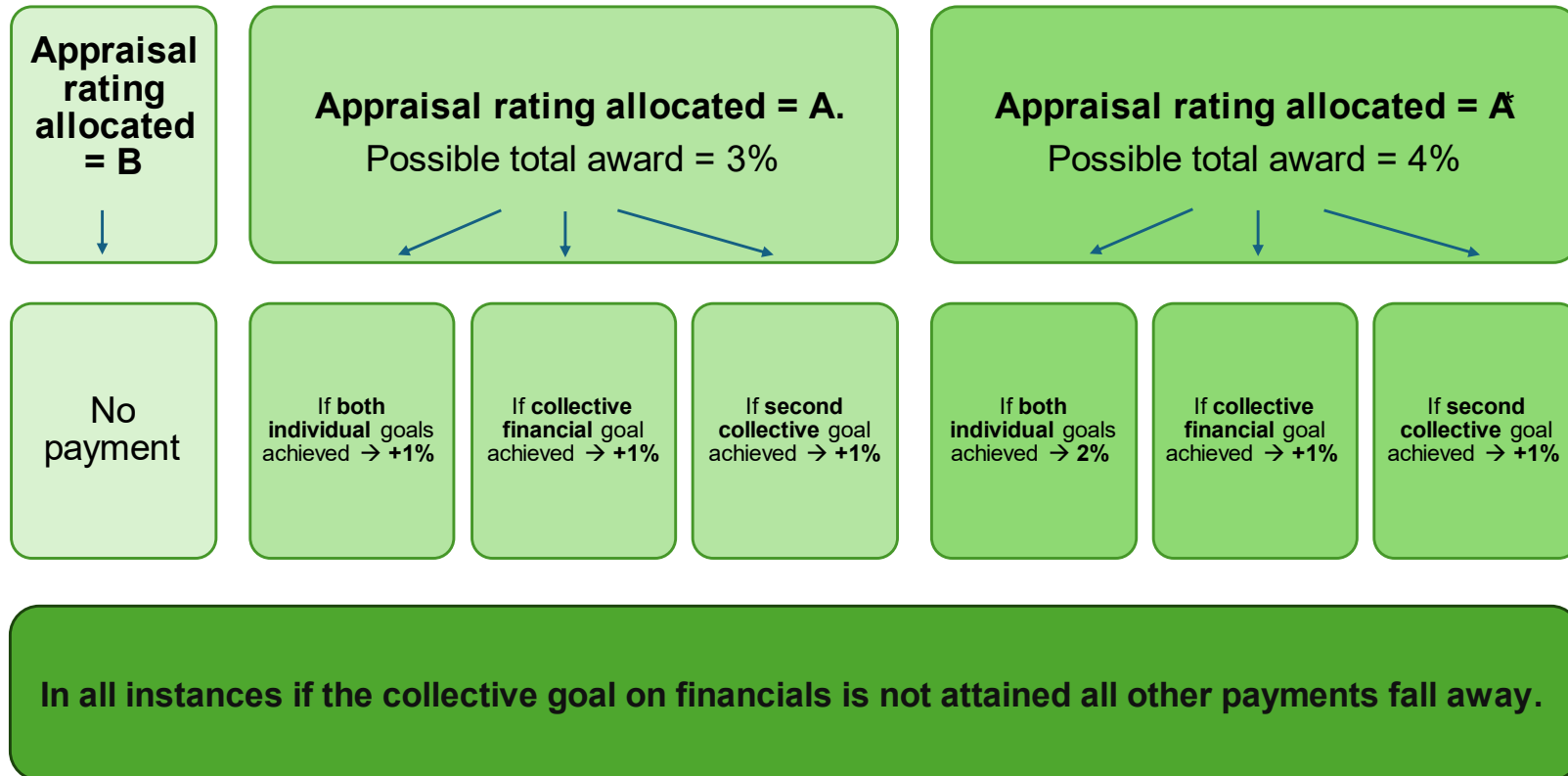
³ <https://www.universitychairs.ac.uk/higher-education-remuneration-code-2/>

Appendix A

Vice-Chancellor's Executive Group – details of membership by postholder

1. Vice-Chancellor and Chief Executive Officer
2. Deputy Vice - Chancellor and Provost
3. Deputy Vice - Chancellor Research and Knowledge Exchange
4. Chief Operating Officer
5. Chief Financial Officer
6. University Secretary
7. Executive Director of People
8. Pro Vice-Chancellor and Executive Dean, Greenwich Business School
9. Pro Vice-Chancellor and Executive Dean, Faculty Liberal Arts and Sciences
10. Pro Vice-Chancellor and Executive Dean, Faculty of Education, Health and Human Sciences
11. Pro Vice-Chancellor and Executive Dean, Faculty of Engineering and Science
12. Pro Vice-Chancellor Education
13. Executive Director and Chief Information Officer, Information and Library Services
14. Executive Director of Student and Academic Services
15. Executive Director of Marketing and External Relations
16. Executive Director of Estates and Facilities
17. Executive Director of Strategic Planning

Appendix B



*There are no half payments with regards to individual goals i.e. if only one individual goal is attained then no payment will be due.